

# NRPA - Off Site Institute

Friday, October 13<sup>th</sup>

8:30am to Noon



King County Parks **Your**  King County  
**Big Backyard**

**Part One:  
Partnership for Parks**

**Part Deux:  
Case Study - MSN WiFi Hotspot at Marymoor Park**

**Part C:  
Clever Communications**

## From Budget Crisis to Business Plan

- Four-year voter approved levy complimented by business minded approach to efficiencies & generating revenue
- Entrepreneurial, performance-driven organization and embrace non-traditional ways of doing business
- Transfer in-city facilities
- Solidify public trust that King County has a Parks system worth continued support

## Tools...

- Understanding that there was a funding crisis
- Political will to engage community leaders
- Omnibus ordinance giving greater flexibility
- Major restructuring of organization & culture
- Creation 'Partnership for Parks Initiative'
- Partnership team: hired for specific skill set & positive energy
- Implement management tools: dashboard, web-based communications, workforce time tracking, customer feedback systems, grant & volunteer programs that leverage resources

"The passage of this omnibus ordinance and development of the Parks Business Plan ensures that King County Parks has the tools to be responsive but continues to remain a good steward of both the environment and the public trust."

*– King County Executive Ron Sims*

## Partnership for Parks

1. Increased recreational opportunities without incurring ongoing costs
2. Build support for the next levy by keeping Parks personal – sweat equity
3. Cash for O&M



## Corporate Partnerships

Concessions: Subway, Coffee, Dog Wash, Pepsi, etc

Naming Rights: Group Health Velodrome, MSN Wi-Fi Hotspot

Event Sponsorships: US Bank Concerts at Marymoor, First Tech Movies at Marymoor

Gifts/Grants: Starbucks Trail Wayfinding Kiosks

Marketing/Advertising: Dasani Blue Bikes, Ballfield Signs, Vehicle Ads

Utilities & Lease Agreements: cell towers, easements, Cirque du Soleil, ATMs

Public/Private Real Estate Development: Lodges, Hotels, Spas, Indoor Water Parks



## Community Partnerships

Volunteer Programs: build community of vested partners

Grant Programs: leverage capital dollars & community investment

## Sample Corporate Support

\$340,000 3 year naming right for **Group Health Velodrome**  
\$100,000 1 year naming right for **MSN Wi-Fi Hotspots**  
\$300,000 3 year title sponsorship of **US Bank Concerts at Marymoor**  
\$250,000 1 year trails project with **Starbucks**  
\$400,000 bi-annual lease agreement with **Cirque de Soleil** & est. parking revenue  
Average \$5,000 a month for two **Subway** restaurants  
\$25,000 annual beverage agreement with **Pepsi**  
\$12,000 annually from **small concessions**  
\$105,000 annually from **gravel agreement**  
\$400,000 annually from **parking** at Marymoor  
\$90,000 annually from **cell towers** and other utility agreements

## Sample Community Support

40,000+ **volunteer hours** logged 2005  
Leveraged \$6M in **grants** toward \$40M worth of infrastructure improvement in our parks



Part One:  
Partnership for Parks

Part Deux:  
Case Study | MSN WiFi Hotspot at Marymoor Park

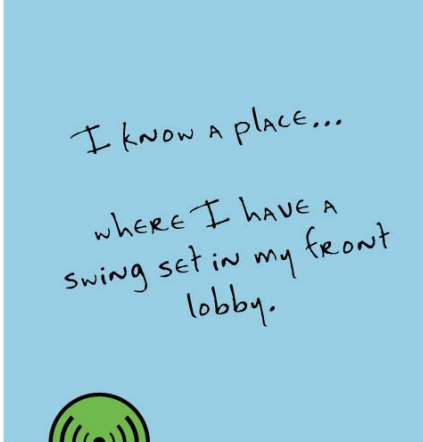
Part C:  
Clever Communications

## Public Benefit of WiFi

New Amenity Without New Cost for Park Users: The Marymoor Park WiFi Hotspot, will bring the internet free to users of laptops and handheld devices with 802.11b Ethernet cards. (great potential for partnerships!)


Event management: Large scale events that rent the park will have access to the wireless networks for event management and vendor payments.

Park operations: Efficiencies can take advantage of the WiFi network as the "backbone" for wirelessly controlled operations devices – i.e.: ball field lights for more responsive service to leagues, wirelessly controlled sprinkler systems, etc. The wireless backhaul also allows new improvements to be free of wires, poles and other infrastructure that might obstruct views.



I know a place...  
where I have a  
swing set in my front  
lobby.

170 acres of  
**FREE WIRELESS INTERNET**  
MSN Wi-Fi Hotspot at Marymoor Park  
sponsored by: **msn**

 King County

## Why NOT WiFi?

- Big IT projects can spiral out of scale or fail too often
- Utility Poles are a weak link in ability to deploy Wi-Fi rapidly (even if a city or municipality owns the poles or controls the entity that does, they may not operate power to the poles)
- Make sure WiFi radio signal doesn't conflict with other Park uses (model airplanes, wireless microphones, etc)
- Line-of-sight technology. WiFi doesn't like some buildings, trees, hills.
- Wireless is new technology with built-in learning curve - Investment in wireless training & IT operational support is required.
- WiFi unnecessary if a clear business case or need does not exist

## Who will use it?

- King County has some of the highest home internet usage in the nation
- Parents waiting for their kids to finish sports practice
- Microsoft's backyard (literally!)
- Operations efficiencies
- Big events
- White Center Hotspot led to Technology Access Foundation community center partnership



# WiFi VS. WiMAX

**WiFi** or **802.11** networking connects computers to the internet. An increasing number of cities use the technology to provide free or low-cost Internet access. Wireless networks are easy to set up and inexpensive. They're also unobtrusive - unless you're on the lookout for a place to use your laptop, you may not even notice when you're in a hotspot.

A wireless network uses radio waves, just like cell phones, televisions and radios do. In fact, communication across a wireless network is a lot like two-way radio communication.

WiFi can transmit on any of three frequency bands. Or, they can "frequency hop" rapidly between the different bands. Frequency hopping helps reduce interference and lets multiple devices use the same wireless connection simultaneously.

WiFi's range is about 100 feet (30 m) - the main problem with WiFi access is that **hot spots are very small** so coverage is sparse.

**WiMAX** or **802.16**, is on the verge of becoming more prevalent. WiMAX has the potential to do to broadband Internet access what cell phones have done to phone access. WiMAX could replace cable and DSL services, providing universal Internet access just about anywhere you go. Most laptops are currently not 802.16 enabled but that is changing as Intel is a major driver for WiMax technology.

WiMAX will blanket a **radius of 30 miles (50 km)** with wireless access. Terrain, weather and large buildings will act to reduce the maximum range in some circumstances, but the potential is there to cover huge tracts of land.

[howstuffworks.com](http://howstuffworks.com)

# WiFi Models

## Network ownership models

- Decide whether you own, manage and maintain your wireless network, become a tenant on an existing network and lease bandwidth, or own the network and outsource management and maintenance

## User models

- Subsidized Public Networks: Libraries, Public Spaces, etc.
- Pay As You Go Networks
- Metro-Scale Networks
- My Neighbor's Unsecured Network
- Hacked Networks

# Fleishman's Guide to WiFi-ing in 12 Major Cities...

**Best Wi-Fi directory:** Only Jiwire's has first-person accounts of service in a number of locations. I find the integration of Jiwire's information with [Yahoo! Mobile](#) to be the best way to search for travel information as a whole, however. I'm also a big fan of Jim Sullivan's [Wi-Fi-Freespot](#) directory.

**Hotel Web sites are weak, generally:** It's hard to get reliable information from all but a few of the major chains that offer Wi-Fi and/or wired Internet access from their Web site. Different answers were provided about cost, availability, and whether people not staying at the hotel could get access in the lobby for free (if the hotel's service were free) or for a fee (whether or not the hotel charged).

**A Wi-Fi hotspot is often a wired hotspot:** Most hotels still have in-room wired, and their listing in a Wi-Fi directory doesn't mean there's any Wi-Fi on site. However, the vast majority of hotels offering in-room wired or Wi-Fi have Wi-Fi in the lobby and public areas.

**Libraries rock!** Wi-Fi is busting out all over in public libraries, although the trend seems to be to restrict it in libraries that have the time and technology to build or hire out authentication. Denver appears to be unique in offering its library Wi-Fi for a fee. Elsewhere, it's free whether restricted to patrons or available to all comers.

**Coffeeshops and restaurants with Wi-Fi still aren't pushing it:** Most of the coffeeshops and other eating establishments with Wi-Fi haven't figured out how to integrate this offering into their overall approach. Most smaller locations lack Web sites. And sometimes even a well-designed Web site with some thought behind it hid or omitted the Internet access—or the charges. A number of eateries stood out with clear and concise information, and broad encouragement to come and eat, drink, and be unwired.

**There's a reason for all that for-fee Wi-Fi branding:** In many cities, including some dropped from the project for lack of substantial locations, Starbucks, McDonald's, Borders, Kinko's, The UPS Store/Mailboxes Etc., and Barnes and Noble are the primary venues to find Wi-Fi. We omitted these chains from this survey to provide regional flavor and more variety, but those chains combined now have over 10,000 hotspots in the U.S. Business travelers who like the big box stores and the consistent food retail experience won't be poorly served by looking for the M with a circle around it, the FreedomLink decal, or the T-Mobile sticker.

**Airports are reaching critical mass:** Boston is the most recent large airport to add Wi-Fi, but Atlanta, Chicago O'Hare, and many others are in the three- to nine-month range. By mid-2005, most of the major airports in the U.S. will have some Wi-Fi zones. This may be partly due to the FCC decision that restricts airport authorities ability to control unlicensed spectrum, but it's also the momentum. AT&T Wireless's acquisition by Cingular Wireless will have some impact given ATTWS's operation of Denver and Philadelphia's airport networks, but what that impact will be, I can't yet say.

**Municipal Wi-Fi is expanding in fits and starts:** There's a lot of city park Wi-Fi, downtown business zone Wi-Fi, and "come to our building" Wi-Fi all over. San Diego was the biggest surprise to me. It's full of free Wi-Fi through several local business consortium initiatives. It may be the home of Qualcomm, and the first 3G city in the U.S., but Wi-Fi has a dominating presence in the downtown.

# Who is doing what?

[wifinetnews.com](http://wifinetnews.com)

## Metro-Scale Networks

**Chicago** Posts Wi-Fi RFP | **Portland** Signs Contract, Pushes through Power Problem | Google Time Meets Govt. Time in **San Fran** | **Toronto** Network Launches First Phase | Consortium Picked for Wireless **Silicon Valley** | Municipal Round-Up: **Springfield** (Ill.), **Minneapolis** (Minn.), **Singapore**, **Pasadena** (Calif.), **Rhode Island**, **Norfolk** (UK) | **Boston** Proposes Non-Profit Ownership of a City-Wide Network | 12,000 Square Miles of Wi-Fi for **California** | **Philadelphia** offers a map of its pilot area | **Sacramento** receiving bids for network | Access on **Anchorage** Bus | **St. Cloud** Says 77% of Households Registered for Free Wi-Fi | **King County** offers WiFi on busses as part of pilot | more are being added weekly!

## Park Networks

**NYC Parks**: Central Park, Bryant Park (nycwireless) | **King County Parks** sells naming rights to MSN for giant park, White Center Pak, King County Aquatic Center | **Washington DC** Mall | **State Parks**, **RV Parks & Campgrounds**

## Other Free Networks

Tully's, Starbucks, McDonald's, Borders, Kinko's, The UPS Store/Mailboxes Etc., and Barnes and Noble are the primary venues to find Wi-Fi. **Big chains combined now have over 10,000 hotspots in the U.S.**

## Why Marymoor Park?

640 acres of active use and natural lands next to the heart of Redmond.

Hosts more than 3 million visits annually.

Venue for regional and national events including the US Bank Concerts at Marymoor, Western National DockDog Championships, Group Health Velodrome Friday Night Racing Series, and hundreds more charity, sporting and community events.

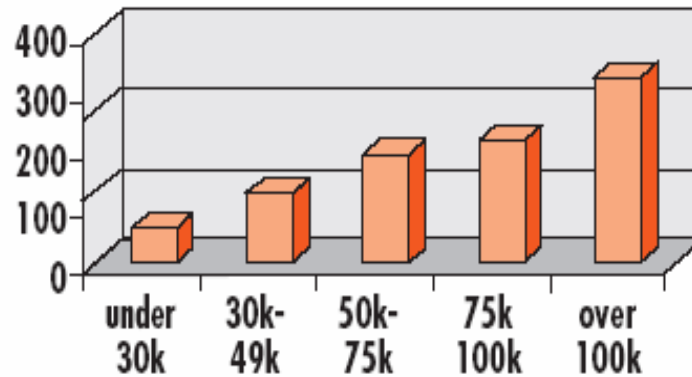
Features one of the largest groups of baseball and soccer fields in the King County Park System. Also includes tennis courts, climbing rock, the Group Health Velodrome, fitness circuit, RV camping, cricket pitch, and rowing facility.

Off Leash Dog Area is the most active dog park in the country with more than 800,000 visits annually.

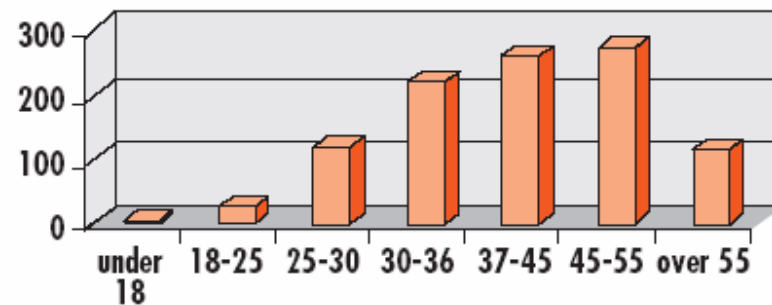
Highest internet use in King County



## Household Income of Park Users



## Age of Park Users



Statistics based on a 2003 online survey filled out by more than 1000 King County Parks users.

## The Hotspot

The **hotspot** encompasses 170 acres of the park including active use and historic areas.

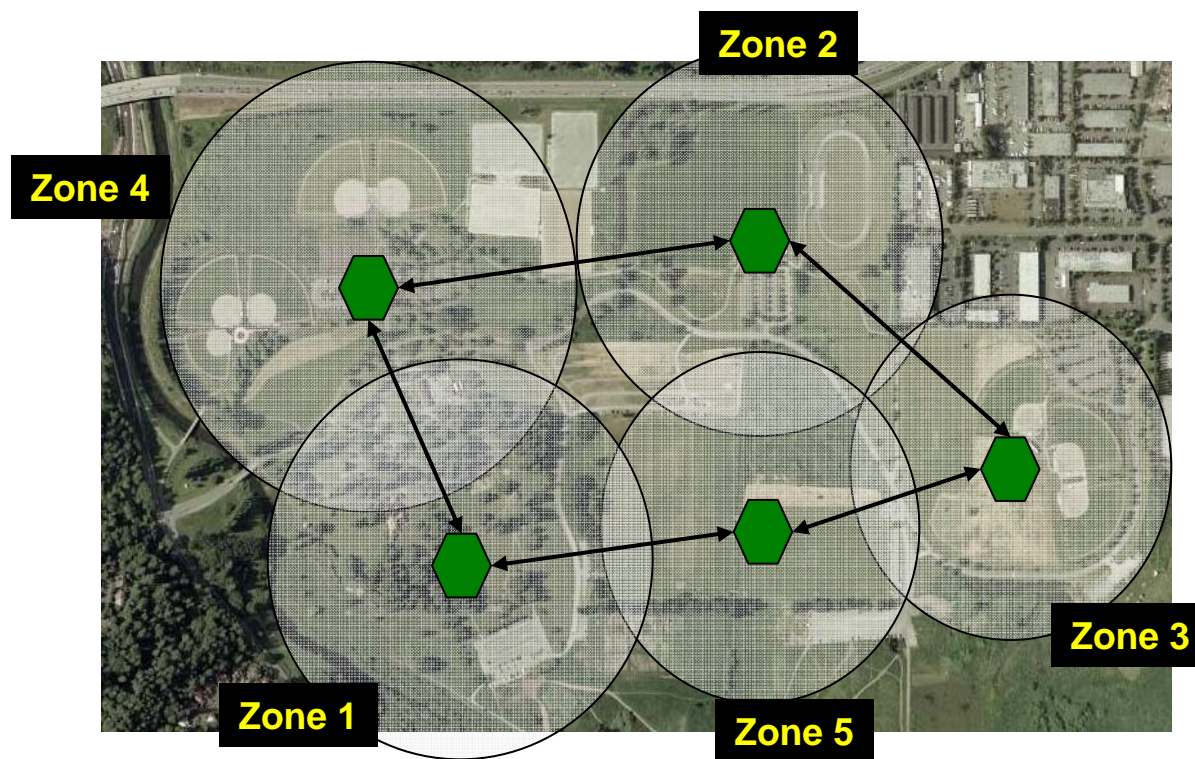
Minimum 1.5 Mbps of bandwidth to **support several hundred simultaneous users**. Bandwidth is monitored and can be increased as needed according to usage.

The service is **free to the public**.

At the time of launch, Marymoor Park Wi-Fi Hotspot became the nation's **largest park on the wi-fi grid** after Bryant Park near NYC Time Square



# Approximate Coverage Map



## Order of Installation

- Zone 1  
Historic District
- Zone 5  
Open Field Space  
Soccer
- Zone 4  
West Ball Fields  
Baseball
- Zone 2  
Velodrome
- Zone 3  
Bellevue Fields

## Defining the Win-Win

Building a community of committed users  
Branding without signage  
Backbone for future infrastructure  
Event possibilities



## Installation - Darryl Hunt, Wireless Fidelity Networks

- Manufacturers
- Engineering
- A/B/G network
- Backhaul
- Distribution
- Installation team
- Marymoor Park installation example

18" x 18" inch metal boxes with three small antennas attached to designated poles 25 feet up at each of the 5 locations. Each metal box bounces the WiFi signal being transmitted from poles at four other locations in the park. The box will be run off 110 power to be run through existing conduit from the existing vault several feet away.

## Non-traditional project / Non-traditional team

**King County Parks:** Project lead: budget (\$150,000), project development & vision, liability, media, communications & sponsorships

**King County Office of Information Resource Management (OIRM):** technical support, consultant resources and install

**King County Information & Telecommunications Services (ITS):** ongoing support, server security & maintenance, telephone help desk for public, splash page, Terms of Use

**Corporate Sponsors:** potential revenue tool to cover project costs, ongoing support and parks maintenance

**King County Facilities Management Division:** procurement and electrical installation project management

**Wireless Fidelity Networks:** project engineering and consulting services

**Corporate Sponsors:** naming rights, sponsorships and public communications

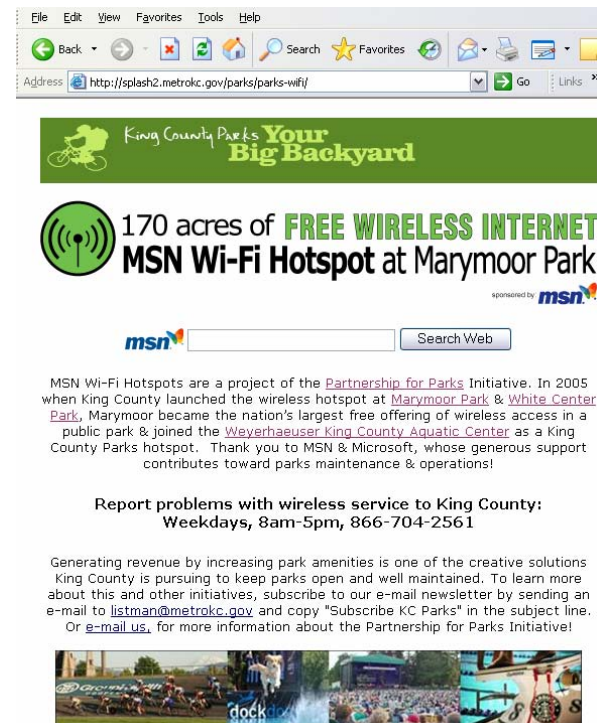
**Friends Of Marymoor Park:** pre-launch communications

**King County Landmarks:** pre-launch communications and approval

**US Bank Concerts at Marymoor:** project debut coordination

# Points of Contact with End Users

- Splash Page – Terms of Use
- Parks Wi-Fi page (welcome, corporate logo placement)
- Signage – 15 signs at key locations



## Other WiFi Applications

- Ballfield lights control
- Irrigation control
- New maintenance shop a wireless facility
- Event management
- Security
- Anything controlled by a schedule
- Parking payment machines
- Live stream cameras for security and events (velodrome)

## Budget Line Items

- Consultant Contract
- Site survey, design, project management, installation support, and training
- Network Equipment
- Installation Labor
- Equipment rental
- County Admin
- New Circuit
- Contingency



## Other Parks Hotspots

**MSN Wireless Hotspot at the Weyerhaeuser King County Aquatic Center** | This is the largest competitive swimming venue in the region and hosts 500,000 users annually including Olympic events and national swimming championships.



**MSN Wireless Hotspot at White Center Park** | Low income area with minimal community WiFi usage at time of installation. Usage is expected to skyrocket with adjacent housing developments under construction. Investigation about WiFi demographic in this neighborhood led to a public-private partnership with Technology Access Foundation build a new \$13M Community Center for 21<sup>st</sup> Century Skills nearby.



## Annual Corporate Sponsorship Includes...

15 signs at key locations in Marymoor Park indicating the "corporate sponsor" Wi-Fi Hotspot at Marymoor Park.

All wi-fi users will be directed to a **splash page** which includes messaging about the partners innovative support of Parks.

3 new parkscapes with signage that make bringing a laptop to the park a comfortable and enjoyable experience will be added.

Inclusion as the corporate sponsor at additional hotspots brought on-line by King County Parks

# Staying on the Leading Edge

## WiMAX Technology

- 802.16 d and e platforms
  - Use the "d platform" as possible backhaul to 802.11 and the "e platform" for mobility
- Ubiquitous coverage
- Available in PNW mid Q4-2006
- Client CPE and NIC cards available now



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# Cost Effective Communication - Critical to Sustaining Partnerships

- ✓ User friendly Web site
- ✓ Earned media strategy
- ✓ Electronic newsletter
- ✓ Listen to citizens – feedback
- ✓ Buzz/word-of-mouth marketing
- ✓ Partnerships
- ✓ Quirky over rich



## Corporate partners bring funds and critics Parks seek sponsors, but walk fine line



STEVE RINGMAN / THE SEATTLE TIMES  
Group Health signed a three-year contract at \$120,000 per year to have its name on the Velodrome at Marymoor Park in Redmond.

BY LISA CHIU  
Seattle Times Eastside bureau

Visitors to King County's Marymoor Park in Redmond can walk past the Group Health Velodrome, order food at the Subway sandwich shop, surf online in Microsoft-sponsored Wi-Fi areas and read a trail map bearing the Starbucks mermaid logo.

For the past two weeks, they also could hunt for 30 two-foot, fish-covered fake burritos hidden in the park as part of a dual promotion for Chipotle Mexican Grill and the county's redesigned parks Web site.

The burrito promotion and other corporate partnerships are the headline of King County Parks' three-member Strategic Partnership and Enterprise Initiatives team. Its job: Come up with ideas to make money and increase the viability of county parks.

That often means teaming with a company for sponsorship — everything from big-tent performances by Cirque du Soleil to selling naming rights for parks facilities.

But in the push for revenue bringing the private sector too close to an area that traditionally has been commercial-free — the local park?

"My feeling is that this is not appropriate stuff for parks," said Michael Hobbie, a board member of the nonprofit Friends of Marymoor Park. "The park should be a place to get away from commercialism and not be an extension of the mall."

Please see » PARKS, A10  
HIDDEN BURRITOS, Wi-Fi access used to increase revenue, visibility » A10

## The Seattle Times seattletimes.com

Sunday, August 19, 2006 - 12:00 AM

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## How King County Parks Department is increasing its revenue and visibility

### Naming rights

Group Health signed a three-year contract at \$120,000 per year to have its name on the Velodrome at Marymoor Park. Microsoft signed a one-year, \$100,000 contract to provide Wi-Fi access at Marymoor and White Center parks and at the King Co "discreet" signs in the three parks, all advertising takes place on, parks program manager Jessie Israel said. The count

### Concessions

Subway sandwich stands in Marymoor Park and at the \$5,000 a month for parks. The county recently also bro to Marymoor.

### New amenities

Starbucks paid \$250,000 to sponsor 17 new kiosks off



STEVE RINGMAN / THE SEATTLE TIMES

Bart Nordstrom, left, and Patrick

Businessweek.com on the same day as

## The Seattle Times

Friday, July 1, 2005 - Page updated at 10:35 PM

## Wi-Fi hot spot at Marymoor wins applause

By Rachel Tuinstra  
Seattle Times Eastside bureau

When Harley Sheffield heard King County was setting up a free wireless Internet service at Marymoor Park, he toted his laptop to the park's velodrome to see if he could log on.

Sheffield reports that the service, called Wi-Fi, works great, and he expects to use it often as part of his job as executive director for the Marymoor Velodrome Association.

"We're trying to figure out how ... we can have live feeds from races and weather updates," Sheffield said. "If we're able to



King County Parks **Your** King County  
**Big Backyard**

# Reconnection Strategy

Real-time customer  
satisfaction information

Complete the feedback loop

Don't ask what you're not  
willing to fix

Trend Report for parksfeedback.com		7/1/2006
Total Responses	41	
Would you recommend to a friend? (1 - 5)	3.68	
Strongly Disagree	20%	
Disagree	5%	
Neutral	5%	
Agree	28%	
Strongly Agree	43%	
For those who would NOT recommend to a friend, areas of concern:		
Vandalism / Graffiti	7%	
Dogs Offleash	11%	
Animal Waste	19%	
Speeding (ie. bicycles)	4%	
Restroom Maintenance	0%	
Parking lot condition	7%	
Signage	7%	
Trail surface (cracks, potholes, etc.)	7%	
Pool (temperature, cleanliness, etc.)	0%	
Parking Fees	0%	
Other	37%	

# Buzz & Word of Mouth Marketing has EMERGED AS A COMMUNICATIONS DISCIPLINE

- ✓ Captures attention- universe is competitive, cluttered, commoditized  
- other communications stop working
- ✓ Relies on creativity rather than budget; small budget can create monstrous effect
- ✓ Builds third party recommendations
- ✓ Get many people talking in a short time; interest among the masses
- ✓ Creates laughter, smiles, goosebumps, opinions ... and action!
- ✓ People engaged positively - create social currency
- ✓ Easy, cheap implementation is key! Use turn-key tools, use technology
- ✓ Build equity with partner organizations that we can build something from nothing



# Parks Buzz

good will, small  
money &  
staffing,  
EARNED media

- ✓ Cowpie Bingo
- ✓ Support Parks! Stamps
- ✓ Pet Garden
- ✓ Outdoor Movies
- ✓ Dasani Blue Bikes
- ✓ ESPN DockDogs
- ✓ Disney Swim with the Stars
- ✓ Park (ing)
- ✓ Find Chip!



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# Buzz Glossary

Stunting, Events – PR, marketing or advertising with a “moment in time” designed for buzz impact

Guerrilla – Ambushing the consumer, usually without permission

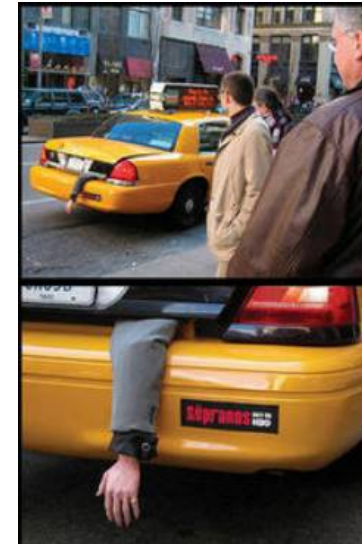
Viral – Target consumer spreads the message for you

Street – An alternative out-of-home media, taking it to the street; can be guerrilla or with permission

Influencer – Targeting the opinion leaders or taste-makers who make-or-break recommendations

Subversive – Stealth initiatives, simulate a “real-world” (non-marketing) initiative

Street Theater – Staged acts or stunts that build an audience and engage them favorably



# Quantify PR Assets....

[www.metrokc.gov/parks](http://www.metrokc.gov/parks)

450,000 visits annually

[www.metrokc.gov](http://www.metrokc.gov)

1.5 million visits monthly,  
2003 & 2004 Best of  
Web, 2003 Best of  
Seattle,

E-newsletter

1,500 subscribers (opt in)



King County Parks **Your Big Backyard**  King County

## Questions to consider

**What are your assets?** What is leveragable? What are your demographics?  
Usership & visibility? Communities?

**What are you required to work with or change?** legislation, risk  
management, permitting, procurement, organizational culture, legal  
department

**What can be your battle cry?** How do you build a buzz? Tap in to something  
that resonates

**What is off the table?** Where do you draw the line? Listen to your  
stakeholders.

**What is the low hanging fruit?** Get easy wins FAST

### **Diane found "Chip"**

"We have been fortunate to live just below the Lake Alice Trailhead for 20 years...When we first moved in it was a small muddy path... Then they put the new paved trail in and it was perfect for the whole family, young children included. I can't even begin to guess how many times we have used this trail and the Snoqualmie Valley Trail on the other side of the river. They are both wonderful trails for family outings, and have been beautifully maintained by the county for continued enjoyment."

### **Penny found "Chip"**

"My niece and her girls who are vacationing here from Colorado were getting a tour of our wonderful Tolt McDonald Park and actually caught "Chip" hiding in the rafters of one of the cabins there. He has made the rounds with the family here and I was given an introduction. This was a fun promo! Congratulations for a great idea!"

### **Vivian found "Chip"**

"While hiking the Red Town Trail, my family and I came across the Ford Slope Coal Mine exhibit. As I was enjoying the pictures and historical data about the mine, I glanced to the left to view the mine entrance. A shiny two foot something sitting on top of the beam of the kiosk exhibit caught my eye. We were very excited to be the holder of Mr. Chip. What a great marketing idea. We have told everyone we know about Mr. Chip & Cougar Mountain."

### **Citizen comments from Parksfeedback.com**

"The staff I meet along the trail is always wonderfully nice! Thanks for hiring so well."

"I believe paved trails are the most important transportation issue the county has. Why not pay for them out of the transportation budget? King County should have a mandate that requires a mile of paved trail to be built for every mile of road project undertaken. We have a wonderful trail system, but it could be even better."

**Elizabeth Lunney, Washington Trails Association**

*"King County has made some very important investments in our parks, and the Starbucks grant will give local residents the information they need to enjoy them. Groups like ours have worked hard to build new trails for people to enjoy, and we are pleased to see Starbucks contribute through such a generous commitment."*

**Jessyn Schor, Transportation Choices**

*"There is a growing consensus on the economic benefits of trails, benefit to property values, health benefits and traffic congestion benefits. Communities where people have opportunities for recreation tend to be healthier. This collaboration is so exciting because it demonstrates Starbucks and King County's commitment to our health and quality of life."*

**Harley Sheffield, Marymoor Velodrome Association**

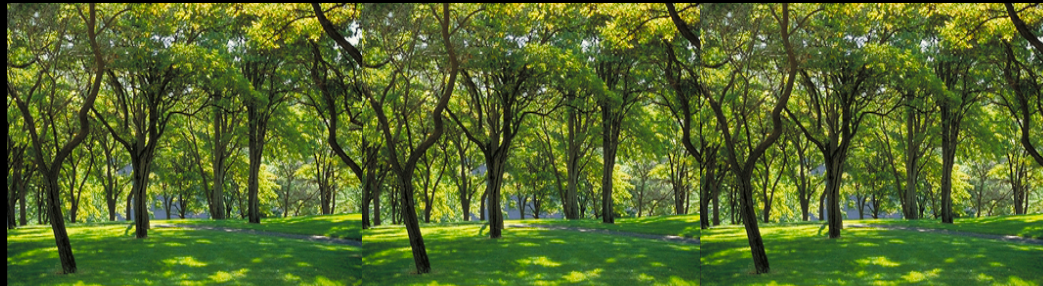
*"King County's commitment to their community partners has made a huge impact on our relationship and our organization. The success we have had in improving our programs and events over the past three years is due in no small part to the support we've received from Parks."*

**Cheryl Scott, President & CEO, Group Health**

*"Group Health is proud to partner with King County Parks in this innovative and concrete way, enhancing the lifestyles of residents of King County."*

*"King County's 25,000-acre park system is one of the largest in the country. Injecting a measure of efficiency and self-reliance into the system was no small challenge. But it is happening. The value of this kind of creativity cannot be overstated. Parks are not a mandated county service, yet no community would be complete without one. King County's meaningful development of its parks sustains funding and keeps them a treasured public amenity."*

-Seattle Times editorial page, June 16, 2006



### *Partnerships & Enterprise Initiatives*

**Tom Teigen**

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